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**PLANS AND POLICY**

USEUCOM CINC Field Assessment (CFA) Process

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1. **Summary.** This directive outlines policies, responsibilities, and procedures for USEUCOM Directorates and Components, participating in the CINC Field Assessment (CFA) process. The CFA process is a Joint Staff initiative that provides a means for deployed/employed CINC forces to request and receive an urgent field assessment on an operational issue. This directive supplements CJCSI 3451.01 (CINC Field Assessment).
  2. **Applicability.** This directive applies to all USEUCOM Directorates, Components, Agencies, Activities, and fielded forces requesting or supporting CFAs. It applies when USEUCOM is deployed or already operationally employed in support of SecDef-directed missions. Because support from other DoD offices and agencies will be critical to effectively address CFA requests, CJCSI 3451.01 encourages their participation and provides these offices and agencies with necessary process information to enable their participation.
  3. **Internal Control Systems.** This publication is not subject to AR 11-2 requirements.
  4. **Suggested Improvements.** The Director for USEUCOM Plans and Policy (ECJ5) is the proponent for this publication. If you have any recommended changes, forward them to the ECJ5 Strategy, Resources, and Congressional Affairs Division (ECJ5-S).
  5. **References:**
    - a. CJCSI 3451.01 (1 April 1999), CINC Field Assessment.
    - b. CJCSI 3170.01 (11 August 99), Requirements Generation System.
    - c. CJCSI 5123.01 (2 May 1997), Charter of the JROC.
    - d. DOD Directive 5000.1 (15 Mar 1996), Defense Acquisition.
    - e. DOD Regulation 5000.2-R (15 Mar 1996).
    - f. USEUCOM Directive (ED) 56-2 (29 October 1999), USEUCOM Requirements Generation System.
    - g. Air Force Instruction (AFI) 10-601 (13 August 1999).
    - h. Army Regulation (AR) 71-9 (30 April 99), Materiel Requirements.

## 6. General.

a. Purpose. The purpose of a CFA is to provide a deployed/employed CINC (involved in a real-world, ongoing operation) a rapid, tailored analysis (“assessment”) in response to an emergent threat capability and to meet urgent priority information needs about fielded US force or system capabilities and/or vulnerabilities involving more than one Service.

(1) The CFA process begins with a formal request (CFA document) by a CINC to the Joint Staff (JS) J8 to initiate an assessment/analysis. See Appendix E for the CFA format.

(2) Normally highly sensitive and classified, CFA efforts will emphasize providing the requesting CINC a quick preliminary DoD-level assessment that may be followed by more detailed and rigorous assessments as time, resources, and priorities permit.

(3) The CFA process will eventually identify a Designated Lead Organization (DLO) that will conduct the actual detailed planning and execute the Joint Requirements Oversight Council (JROC)-reviewed assessment to meet the agreed upon exit criteria. The DLO will normally be a Service component.

(4) In order to avoid crisis situations and the need for time-constrained CFA efforts, the Services and other DoD offices and agencies are expected to work with the CINCs to identify priority assessment needs and to address those needs within existing programmatic efforts.

### b. CFA Criteria.

(1) Should be initiated by a USEUCOM Joint Task Force (JTF) or Component Command involved in a real-world, ongoing operation.

(2) Must address operational issues that will seriously endanger personnel or significantly impact mission accomplishment.

(3) Must focus on existing fielded equipment. Typically, a CFA results in the fielding of “off-the-shelf” or existing technology that can support or augment existing fielded equipment.

### c. A CFA is **not** used to:

(1) Operationally test new systems.

(2) Increase TPFDD priority of existing equipment.

(3) Fund new programs or systems (The CFA should not be used as a means of circumventing or accelerating the normal requirements process).

### d. Joint Staff CFA Review (“Assessment”) Steps (see Appendix D for details).

- (1) The CINC submits a CFA request (document) to the Joint Staff (JS) J8.
  - (2) The JSJ8 establishes a CFA Working Group (WG) to conduct a review and validation of the CFA request.
  - (3) The CFA WG validates the CFA and then identifies options and makes recommendations. NOTE: A “solution” to the CFA request may be determined at this point via the combined membership and expertise of the CFA WG.
  - (4) The JSJ8 convenes a JROC Review Board (JRB) to receive and review the CFA WG recommendations (or possible solution).
  - (5) The Joint Requirements Oversight Council (JROC) conducts a review, provides guidance and designates a DLO.
  - (6) The DLO assumes full responsibility for any follow-on actions to plan and execute the CFA effort.
- e. Similar Service-Specific Processes. Both the U.S. Air Force (USAF) and U.S. Army (USA) have service specific (not joint) processes available to the warfighter that are similar to the CFA process.
- (1) Combat Mission Needs Statement (C-MNS). This is an Air Force document (process) that is part of the USAF’s Rapid Response Process (RRP). The RRP is an expedited process for documenting and staffing urgent, time-sensitive combat mission requirements. The RRP is used to satisfy deficiencies that arise during combat or crisis operations. A C-MNS is a single document that initially satisfies the MNS and ORD requirement in a crisis situation. The warfighting commander (CINC) requests the MAJCOM submit a C-MNS to activate the Rapid Response Process (RRP). The C-MNS should not be used as a means of circumventing or accelerating the normal requirements process. Air Force Instruction (AFI) 10-601 (Attachment 8) and AFI 63-114 contain the format and procedures for initiating the RRP/C-MNS. See Appendix F of this ED for more details.
  - (2) Operational Needs Statement (ONS). This is an Army document (process) that may be submitted only by an operational field commander to document a contemporary operational issue that jeopardizes soldiers’ lives or mission accomplishment within that unit or its area of operation. It is used to document the urgent need for a materiel solution and is not an official materiel requirements document. The validity of the need is determined by the Army ODCSOPS. Army Regulation (AR) 71-9 (Materiel Requirements) provides content and processing guidance for ONSs.

## 7. Responsibilities.

### a. ECJ5 responsibilities:

(1) ECJ5 is the office of primary responsibility for establishing policy and procedures to facilitate the preparation and submission of urgent field assessments (CFAs) in support of deployed/employed USEUCOM forces.

(2) ECJ5-S provides oversight of the CFA process for USEUCOM and assists the CFA sponsor with preparation and format of the CFA request.

(3) ECJ5-S provides the staff interface/liaison between the EUCOM staff directorates and components with the Joint Staff J8 on issues regarding CFAs.

(4) Once a CFA is submitted to the Joint Staff J8, ECJ5 will monitor the progress of the CFA through the approval by the JROC and the identification of the DLO.

(5) Should the CFA request not meet the requirement/need of the originator, or is not approved, ECJ5-S will work with the originator and EUCOM staff sponsor to determine the way ahead.

### b. Component Commanders, USEUCOM Directors and appropriate Chiefs of Special Staff Agencies responsibilities:

(1) Upon receipt of an urgent field assessment request from deployed/employed USEUCOM forces, notify ECJ5-S of the request and provide background information.

(2) Designate a representative or action officer (**sponsor**) to manage and coordinate the staffing and implementation of any CFAs.

(a) Prepare and document the issue/need/requirement (CFA Request; IAW Appendix C) for internal EUCOM staffing and eventual submission to the Joint Staff J8.

(b) Sponsorship should be maintained throughout the life-cycle of the JROC-approved CFA implementation. This includes staff interface with the EUCOM DLO.

## 8. Policies.

### a. DoD policy (CJCSI 3451.01).

(1) Delegates oversight responsibility of the CFA process to the Director for Force Structure, Resources, and Assessment, J-8.

(2) Once designated, the DLO (Service, agency, or CINC) will assume full responsibility for any follow-on actions to plan and execute the approved CFA effort.

b. EUCOM policy.

(1) If the JROC designated DLO is a Service component, the corresponding USEUCOM service component will assume this responsibility for the CINC.

(2) The EUCOM staff directorate that sponsored the CFA will identify an office/action officer to monitor the progress of the implementation of the CFA effort.

9. **Procedures.** See Appendix A of this ED for internal USEUCOM steps and procedures.

FOR THE COMMANDER IN CHIEF:

OFFICIAL:

MICHAEL. A. CANAVAN  
Lieutenant General, USA  
Chief of Staff

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**Appendix A**  
**USEUCOM CFA Steps and Procedures**

1. Deployed/Employed JTF HQ or Component Command:

- a. Identifies the mission issue/need/requirement that requires an analysis (assessment).
- b. Determines if the mission issue/need/requirement can be fulfilled by a specific Service component or DoD agency.
- c. Elevates the issue/need/requirement to the appropriate EUCOM staff directorate to sponsor the issue/need/requirement and notifies ECJ5-S who coordinates the effort with the Joint Staff J8.

2. The EUCOM staff **sponsor** will:

- a. Draft/write the actual CFA request document (IAW Appendix E and CJCSI 3451.01). ECJ5 will assist with format and staffing.
- b. Submit/transmit the draft CFA request to the staff directorates and components for review and comment.
- c. Obtain Directorate-level approval of the CFA request, upon completion of EUCOM internal staffing.
- d. Submit the Directorate-approved CFA request to the DCINC/CINC for approval.

3. The DCINC/CINC-approved CFA request is then transmitted to the Joint Staff J8 by ECJ5.

4. The ECJ5 will:

- a. Monitor the progress of the CFA through the Joint Staff process (until identification of the DLO).
- b. Provide timely (daily) interface with the Joint Staff J8 during the process (until identification of the DLO).
- c. Ensure USEUCOM participation on the CFA Working Group (WG). NOTE: The EUCOM LNO to the Joint Staff will typically attend the CFA WG.
- d. Disseminate the identified CFA WG options and recommendations back into the EUCOM Staff and Components for review, as appropriate.
- e. Ensure the Joint Staff J8 obtains USEUCOM concurrence on the CFA WG options and recommendations prior to going forward to the JROC. NOTE: This may be done via a VTC with the Joint Staff J8.

**Appendix A**  
**USEUCOM CFA Steps and Procedures**

5. Once the CFA and recommendation is approved by the JROC, the DLO assumes full responsibility for any follow-on actions to plan and execute (implement) the approved CFA effort.

a. If the JROC designated DLO is a Service component, the corresponding USEUCOM service component will assume this responsibility for the CINC.

b. The EUCOM staff directorate that sponsored the CFA will identify an office/action officer to monitor the progress of the implementation of the CFA assessment.

c. ECJ5-S will remain as an advisor to both the USEUCOM lead service/agency (DLO) and the staff directorate sponsor, and will address any necessary follow-up actions with the Joint Staff J8.

6. Should the CFA request and/or solution not meet the requirement/need desired, then the originator and the EUCOM staff sponsor need to coordinate with ECJ5-S to determine the way ahead (i.e., JWCA, IPL, MNS, JWE, Service Specific solution, etc.).

The diagram illustrates the EUCOM Staffing and Review process, showing the flow from a real-world operation to final approval and staffing assistance.

**Key Entities and Components:**

- DCINC/CINC** (Defense Component in Command / Component in Command)
- Joint Staff J8** (Joint Staff J8/RAD)
- EUCOM Staff "Sponsor" FO/GO** (EUCOM Staff "Sponsor" Functional Officer/General Officer)
- EUCOM Staff "Sponsor"**
- EUCOM Staff Components**
- EC J5** (EUCOM Component Joint Staff 5)
- Service/DoD Component**
- Real-World/ On-Going Operation**
- Joint Staff J8/RAD**
- Monitor & Provide Assistance**

**Process Flow:**

- Identify the "Need"** (1): Service/DoD Component identifies the need.
- Can't Fulfill the "Need"**: If the Service/DoD Component cannot fulfill the need, it proceeds to step 2a.
- Elevate the "Issue/Need"** (2a): The issue/need is elevated to the EUCOM Staff "Sponsor".
- Conduct Internal EUCOM/Component Staffing & Review** (3): The EUCOM Staff "Sponsor" conducts internal staffing and review.
- Staff Director Approval** (4): The EUCOM Staff "Sponsor" seeks approval from the EUCOM Staff Components.
- Final EUCOM Approval** (5): The EUCOM Staff "Sponsor" seeks final approval from DCINC/CINC.
- Submit to Joint Staff (J8)** (6): DCINC/CINC submits the request to Joint Staff J8.
- Submit "warning order" & Request Staff Assistance** (2b): The Monitor & Provide Assistance box submits a warning order and requests staff assistance to Joint Staff J8/RAD.
- Monitor & Provide Assistance**: This box receives input from EC J5 and EUCOM Staff Components, and provides assistance to Joint Staff J8/RAD.

1. Identify the mission need/issue/requirement that requires an assessment and determine if it can be fulfilled by a Service Component or DoD Agency.
2. Elevate the Issue/Need/Requirement to the EUCOM Staff (both a “Sponsor” and ECJ5).
3. Draft/write the CFA request document and conduct USEUCOM internal staffing.
4. Obtain Staff Directorate (FO/GO) approval of CFA request.
5. Obtain DCINC/CINC approval of CFA request.
6. Submit CFA request to the Joint Staff J8.



## Appendix C DoD (Joint Staff) Roles

### 1. DoD Roles.

a. CJCS Role. The Chairman of the Joint Chiefs of Staff establishes and publishes policies and procedures governing the CFA process.

b. VCJCS Role. The Vice Chairman of the Joint Chiefs of Staff, assisted by the Joint Readiness Oversight Council (JROC), will oversee the operation of the CFA process to ensure the guidance is met.

c. CINC's Role. Via other available DoD forums, the CINCs will provide the Services and OSD intelligence agencies with identified assessment requirements in order to make maximum use of existing test and evaluation (T&E)/assessment opportunities. The CINCs will reserve the CFA process for emergency assessment needs that are specific and in response to an emergent threat capability that may seriously endanger personnel or pose a major risk to ongoing operations.

d. Services' Role. The Services' are responsible for coordinating with the CINCs to identify assessment needs for incorporation into existing test and evaluation opportunities. In addition, each Service will be prepared to address urgent, validated CFA requests that are clearly their responsibility and/or as directed by the JROC.

e. JS J-2 Role. The Director for Intelligence will provide general support to the CFA process to include providing supplemental assessments of the CINC's intelligence situation surrounding the CFA request and facilitating coordination with Intelligence Community resources.

f. JS J-3 Role. The Director for Operations will provide the primary direct communications with CINCs via the Global Command and Control System (GCCS) or the compartmented GCCS counterpart. The security level of the information will determine which command and control system is utilized. The objective is to support rapid, secure transmittal of CFA requests to the Joint Staff. J-3 will provide operational background/expertise, as necessary and permitted, to complement the CFA request, and will help ensure CINC issues are properly understood and addressed.

g. JS J-8 Role. Upon receipt of a CFA request, the Director, J-8, will follow the procedures in Appendix A to review and validate the request, identify the project lead and appropriate follow-up actions, and track CFA efforts until agreed CFA exit criteria are met.

**Appendix C**  
**DoD (Joint Staff) Roles**

h. CFA Working Group. A CFA Working Group (WG) for each CFA request will be formed in accordance with Appendix A and consist of representatives from the T&E, operational, and intelligence communities that have applicable general or specific subject matter expertise. The CFA WG will work at the action officer level as a clearing house to review the CFA request, identify options, and provide validation and option recommendations to the Director, J-8, or his/her representative. Membership to the WG will include representation from the requesting CINC, but otherwise may be tailored by the Director, J-8, or his/her representative to meet time and security sensitivities (See Appendix B for a listing of organizations that will typically participate as CFA WG members).

2. Funding. No stand-alone funds will be programmed to support CFA WG coordination efforts or validated CFA activities prior to identifying and validating an assessment need via a CFA WG. Once validated, the execution of the assessment will use resources identified through the CFA process (see Appendix B). Options the CFA WG will consider for funding a CFA include relying on an existing effort that has been realigned to meet the CFA's objectives, using reprogrammed funds from existing funding lines, and using CINC Initiative Funds. If necessary, the JROC will address Service resource issues and provide recommendations to other DoD offices and agencies (e.g., OSD), concerning proposed CFA WG options. The priority of a CFA should be sufficiently high so that all concerned will immediately realize the necessity, and cooperation will be almost automatic.

## Appendix D Joint Staff CFA Process

### 1. Background.

a. Current Capabilities. The Service operational test agencies (OTAs) routinely conduct operational assessments (OAs) that assess and report on significant trends, programmatic voids, and areas of risk in operational concepts and new acquisition programs.

(1) The US Air Force conducts Operational Utility Evaluations (OUE), which are highly streamlined, flexible tests designed to obtain accelerated assessments of military worth, validate operational concepts, or expand the missions of fielded systems.

(2) The Army conducts customer tests to promptly supply raw data about new capabilities to customers.

(3) Navy operational commanders go directly to their test and evaluation (T&E) counterparts to obtain quick reaction support.

(4) Customer tests, OAs, and OUEs satisfy the need for credible information about the value of new concepts, technologies, and systems as well as identify deficiencies.

(5) Additional opportunities to address force capabilities include Joint Warfighting Experiments, Advanced Concept Technology Demonstrations, and Joint Test and Evaluations (JT&Es).

(6) Specifically oriented to addressing tactics, techniques, and procedures using existing fielded equipment, the JT&E Program is directed and funded by the Office of the Secretary of Defense (OSD) and evaluates operational or technical concepts under realistic conditions and of interest to more than one Service. JT&E candidates are nominated by the Services and the CINCs, but require Service support (resources and funding) and must first go through a nomination process followed by a Joint Feasibility Study effort prior to initiating the JT&E. The rigor of a JT&E usually results in the initial products not being available until at least 2 years after the start of the JT&E.

b. Shortfall. As foreign military capabilities expand due to technologies and systems being available on the open market and due to innovative approaches to using existing equipment, the intelligence analyst can only offer expert opinions to answer CINC questions regarding threat systems and their operation. Additional questions also arise as to CINC capabilities and weaknesses in light of new threat capabilities or proposed operational concepts to address existing or new threats. Particularly when a CINC has a high-priority operational mission, emergent threat capabilities can pose an unacceptably high risk to mission accomplishment and force preservation. Existing DoD and Service resources are often tied up in ongoing efforts and for many reasons may be difficult to realign to address urgent CINC concerns. Therefore, a process is necessary to rapidly facilitate making the hard decisions necessary to validate CINC Field Assessment (CFA) requests and to identify who will lead a CFA effort, what specific questions the CFA will answer, and what resources will be made available to support the CFA. Similar to the priority required to

## Appendix D

### Joint Staff CFA Process

justify the scenario where US forces in one theater must be redeployed to address a contingency in another theater, the product of the CFA process is agreement on the resources that will be used to support a validated CINC assessment need. In addition, the CFA process will identify a designated lead organization (DLO) that will conduct the actual detailed planning and execute the assessment to meet the agreed upon exit criteria.

c. Scope. A CFA is an emergency evaluation of operational issues in support of a CINC involved with a real-world, ongoing operation. The CFA's main purpose is to rapidly address specific highest priority CINC questions, usually within days or weeks. Most importantly, a CFA will only address operational issues that, if not addressed immediately, will seriously endanger personnel or pose a major threat to ongoing operations. Validated CFA efforts will cover joint missions and address adaptations of an existing system for a specific CINC mission, the capabilities of an existing system against new or hybrid threats, or employment options that maximize the capabilities of US military equipment or degrade enemy systems. However, CFAs will focus on existing fielded equipment and will not be used to operationally test new equipment items. As shown in Figure 1, CFAs represent the "soda straw-end of T&E." Each CFA will be very narrow in scope and rigor to minimize time and resource requirements while still providing a reliable basis for the CFA products. Existing Service/OSD processes will be used, when necessary, to follow up the CFA effort to obtain additional evaluation and rigor.

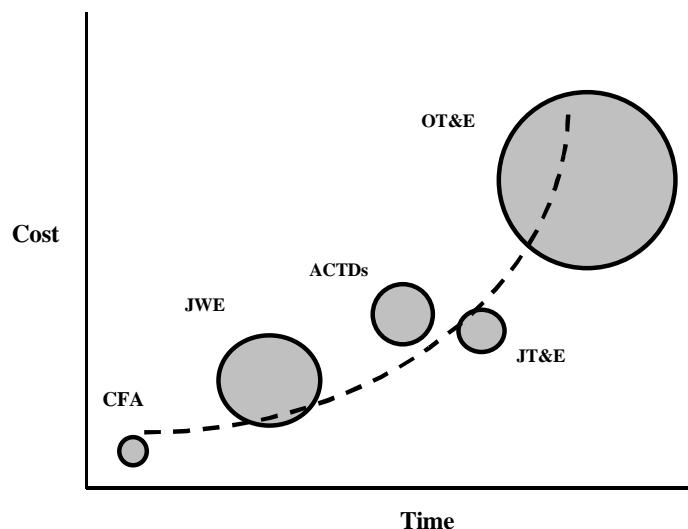


Figure 1. The Continuum of T&E

## Appendix D Joint Staff CFA Process

2. Process. The CFA process (see Figure 2) begins when a CINC initiates a CFA request using the format in Appendix E. This request will be submitted to the Joint Staff via the appropriate communications link (Global Command and Control System (GCCS) or the compartmented GCCS counterpart). Upon receipt, the Joint Staff J-3 will expeditiously forward the CFA request to Joint Staff J-8 for action with copies furnished to other Joint Staff directorates, as appropriate.

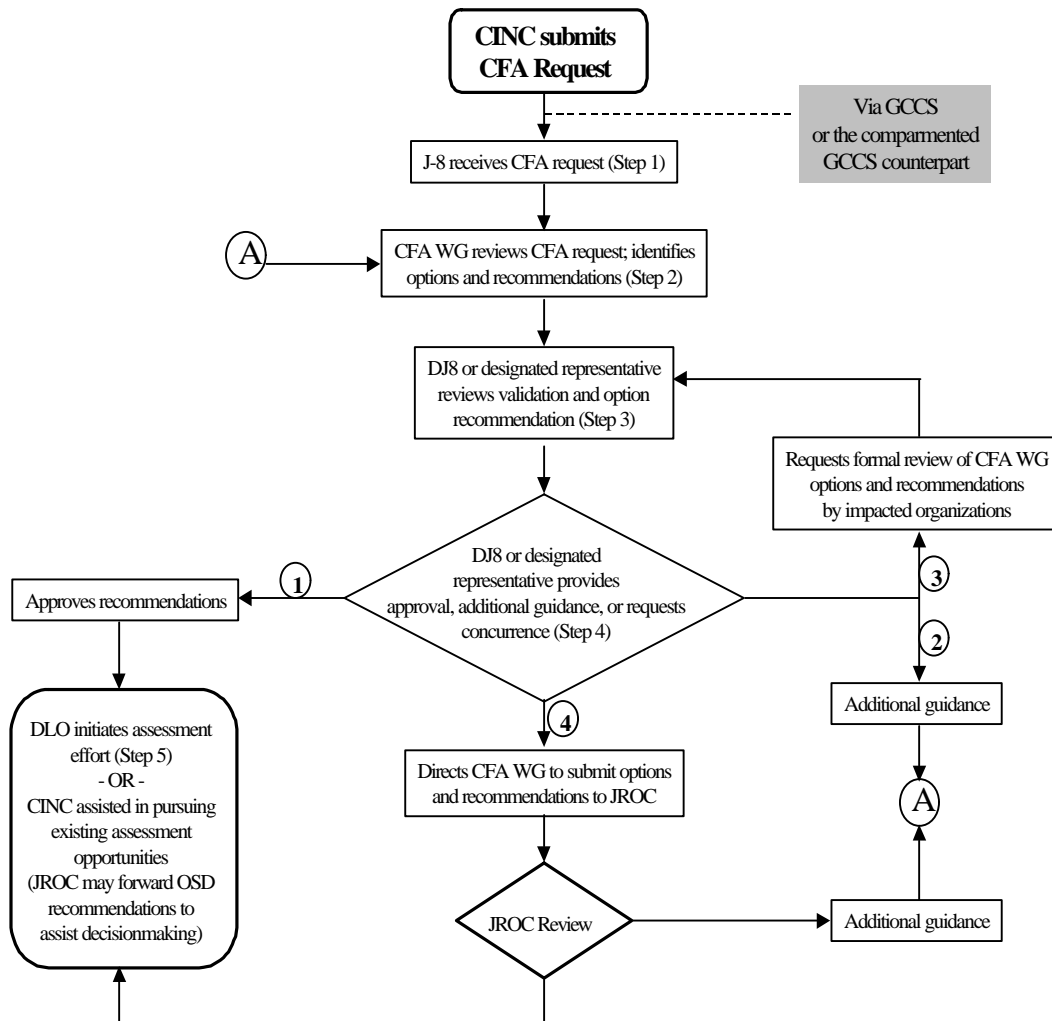


Figure 2. The CFA Process

a. STEP 1. The Deputy Director for Force Structure, Resources, and Requirements (DDFSRR), as Director, J-8's (DJ-8's) designated representative, will receive the CFA request and provide guidance to the Requirements and Acquisition Division (RAD), J-8, on the appropriate organizations to participate in the CFA Working Group (WG), expected milestones in executing the CFA process, and any additional resources that can or should be used.

## Appendix D Joint Staff CFA Process

b. STEP 2. RAD will form the CFA WG to conduct the review and validation of the CFA request.

(1) The Chief, RAD, will identify an action officer (AO) to take the lead in contacting the organizations that should participate in the CFA WG and coordinating schedules and resources for the initial meeting. Although security and time sensitivities may preclude involving all the potential organizations in the CFA WG, the AO should consider providing at least some background information to organizations not immediately involved to avoid excluding worthwhile contributions to the process.

(2) Membership on the CFA WG (see Figure 3) will include representatives from the Joint Staff, Services, requesting CINC, and the T&E and Intelligence Communities to assist in assessing the CFA request and available options. The review will include obtaining a clear understanding of the CINC's concerns and associated urgency for the CFA, the operational context of those concerns, the options available to answer those concerns, and a recommended approach and lead organization. The review should also make every attempt to identify existing sources for answers (e.g., past test results) to support further streamlining of the CFA effort and to eliminate duplication of effort. Finally, a recommendation to validate the CFA request should include clear exit criteria for the CFA to meet.

**CFA WG membership will usually include representatives from the following organizations:**

- Requesting CINC
- Services (both operations and T&E representatives)
- Joint Staff (J-2, J-3, and J-8)
- Under Secretary of Defense (USD) for Acquisition and Technology (specifically Director, Special Programs and Director, Test, Systems Engineering, and Evaluation)
- USD for Policy (specifically Assistant Secretary of Defense (ASD), Strategy and Threat Reduction)
- USD (Comptroller) (specifically Director, Program Analysis and Evaluation)
- Applicable Combatant CINCs (particularly J-9, US Joint Forces Command)
- ASD, Command, Control, Communications, and Intelligence
- Director, Strategic and Tactical Systems
- Director, Operational Test and Evaluation
- Ballistic Missile Defense Organization
- Central Intelligence Agency
- Defense Intelligence Agency
- National Imagery and Mapping Agency
- National Reconnaissance Office
- National Security Agency

Figure 3. Typical CFA WG Membership

## Appendix D Joint Staff CFA Process

c. STEP 3. The CFA WG will provide validation and option recommendations to the Director, J-8, or his representative. The desired result is for the CFA WG to provide a consensus recommendation with a concurring lead organization that will provide necessary resources to complete the CFA. If there is not consensus, then the CFA WG should clearly identify the issues and CFA WG member positions on each of the issues. In both cases, the CFA WG will formally brief their recommendations to the Pre-Joint Requirements Oversight Council (JROC). The DDFSRR chairs the Pre-JROC.

d. STEP 4. The Director, J-8, or his representative, will receive the CFA WG recommendations, then take one of four possible actions:

(1) Approve the CFA WG recommendations given there is consensus support.

(2) Provide additional guidance to the CFA WG for re-looking the options and recommendations.

(3) Request formal review/concurrence of the CFA WG options and recommendations by those organizations impacted by the possible decisions (particularly if impacted organizations are not part of the four Services), or

(4) Direct the CFA WG take the issues and recommendations to the JROC Review Board and/or the JROC to get necessary decisions or approved recommendations. The end product is obtaining the necessary leadership decisions to identify which CFA WG option the impacted organizations will support.

e. STEP 5. Given a concurrence from Director, J-8, his designated representative, or the JROC (for resolving Service issues), the DLO (Service, agency, or CINC) will assume full responsibility for any follow-on actions to plan and execute the CFA effort. However, all impacted organizations outside the Services must concur with the proposed CFA effort and associated resourcing agreements prior to the DLO initiating the assessment. When appropriate, the JROC may forward its review and recommendations to support OSD consideration of CFA WG options. Once all impacted organizations have provided their concurrence, the DLO may then initiate the assessment effort. The RAD AO is responsible for tracking all actions related to the CFA WG effort and will maintain the CFA WG historical files.

### 3. Responsibilities.

a. CINCs. CINCs will submit CFA requests in the proper format (see Appendix B) and must support the CFA WGs addressing their requests with additional information or coordination, as necessary.

b. JROC. As necessary, the JROC will review CFA WG options and recommendations to address Service resource issues and provide recommendations to other DOD offices and agencies concerning proposed CFA WG options.

## Appendix D Joint Staff CFA Process

### c. CFA WG Membership (see Figure 3).

(1) Each member participating in a CFA WG will assist the validation of the request and support the development of options and recommendations, particularly in regard to specific potential reprogramming options and recommendations. Specifically, each WG member will review available records and past evaluation reports for additional background information, provide current information on resources (i.e., funding availability and test opportunities), and evaluate the impacts on their organization of options being considered by the CFA WG.

(2) In order to support rapidly forming the initial CFA WG, likely participants (see Figure 3) are requested to identify a CFA WG starting point of contact (POC) and provide RAD, J-8, with current POC information. This information should include name, organization, phone and fax numbers, and E-mail address and should be updated as necessary.

### d. Joint Staff.

(1) Director, J-2. The J-2 will provide general support to the CFA process to include providing supplemental assessments of the CINC's intelligence situation surrounding the CFA request and facilitating coordination with Intelligence Community resources.

(2) Director, J-3. The J-3 will maintain the appropriate communication links (see paragraph 2 above) or an equivalent means to support secure rapid transmittal of CFA requests. In addition, the J-3 will provide additional operational background or expertise, as necessary and permitted, to support a clear understanding of the CFA request.

(3) Director, J-8. The J-8 will implement and support the CFA process by providing oversight and guidance to the CFA process, maintaining POC lists with likely CFA WG participants, coordinating and hosting WG meetings, and supporting CFA WG efforts to coordinate decisions through the JROC. Given a consensus on a CFA WG validation or recommendation, the Director, J-8, or his designated representative can approve the recommendation for action by the DLO.

e. DLO. The DLO will plan and execute the approved CFA effort, to include selecting the most suitable responsible test organization (RTO) and/or operational test agency (OTA) to conduct the CFA.

4. CFA Funding. Test facilities rely on customer-funded activities instead of institutional funding and are not budgeted to accommodate the execution of CFAs. Funding options that exist for supporting approved CFA efforts include: (1) using reprogrammed funds from existing funding lines, (2) embedding the CFA effort within an existing effort that has been realigned to meet the CFA's objectives (potentially requiring no reprogramming action), and (3) using CINC Initiative Funds to pay for a new assessment effort.



**Appendix E**  
**CFA Format**

**CFA Title:** (Provide a short descriptive title of the mission need/issue/requirement)

**Submitted By:** (Originator of CFA request)

**Assessment Request:** (Must provide a detailed description of the assessment needed, particularly the specific question(s) that must be answered and when the answer(s) are needed. Include any detailed background information applicable (can be provided separately but should be referenced here) to include current operational situation, past efforts to obtain this assessment, CINC assets available (i.e., units, equipment, and funding) to participate in the CFA, and any available estimate of resources considered necessary to conduct the CFA. If there are multiple questions or assessment needs, identify the priority order of effort of these questions or needs).

**Justification:** (Should be a clear statement of need focused on how CFA results would directly support the CINC's current operational situation, mission, or concept of operations. Include impacts if the CFA is not conducted (e. g., assessment of risk to personnel or mission).

**Project Point of Contacts:** (Provide Name, Rank, Office, Phone Numbers (unclassified and secure voice and fax numbers), and E-mail addresses (unclassified and SIPRNET). Two POCs are desired.

**Approving Authority:** (CINC or Deputy CINC)

**Appendix F**  
**USAF Combat MNS (C-MNS) Process**

**Extract from Air Force Instruction (AFI) 10-601 (13 August 1999)**

**2.4. Other Methods of Initiating an Acquisition Process.**

**2.4.1. Rapid Requirements Process for the Warfighter.** If a requirement is so urgent that the normal acquisition process is not suitable, see paragraph 3.5. If the situation meets the criteria described in AFI 63-114, Rapid Response Process (RRP), the RRP is a method to quickly provide a fieldable system to the warfighter via the C-MNS.

**3.5. Tailored Approaches.**

**3.5.1. Rapid Response Process.** The RRP is an expedited process for documenting and staffing urgent, time-sensitive combat mission requirements. The RRP is used to satisfy deficiencies that arise during combat or crisis operations. This process fields critical systems to meet theater specific wartime needs, in minimum time, that are supportable in-place, affordable and have acceptable risk. Format and procedures for initiating the RRP are found in Attachment 8 and in AFI 63-114.

**3.5.2. Combat Mission Need Statement (C-MNS).** A combat MNS is a single document that initially satisfies the MNS and ORD requirement in a crisis situation. The warfighting commander (CINC) requests the MAJCOM submit a C-MNS to activate the Rapid Response Process (RRP). The C-MNS should not be used as a means of circumventing or accelerating the normal requirements process. Quantifiable parameters will be stated, if available, for system development, test and evaluation, and acquisition decision making purposes. The criteria and objective is to provide a readily-available, fieldable solution to the warfighter **within 60 days** from the time the Air Force Chief of Staff approves the request. The Program Management Directive (PMD) that results from an approved C-MNS will be reviewed after the crisis, but NLT one year (See AFI 63-114, paragraph 9). See attachment 8 for C-MNS format and guidance.

**Appendix F**  
**USAF Combat MNS (C-MNS) Process**

**C-MNS Format:** Use the following message format to submit a C-MNS.

Precedence: **IMMEDIATE**

Action: **HQ USAF WASH DC//XOR//**

Info: **SAF/AQX, HQ AFMC/XR and others deemed appropriate (i.e., HQ USAF/IL).**

Classification: As required.

Subj: **COMBAT MISSION NEED STATEMENT (C-MNS) FOR A (title and number of mission deficiency)**

**1. General Description:** Identify the general mission area where the operational deficiency exists (i.e., electronic combat, improved system reliability and maintainability).

**2. Mission And Threat Analysis:** Describe in operational terms the mission deficiency; (i.e., what is the problem?) Indicate the initial operational capability (IOC) date desired and any impacts to safety, survivability, personnel, training, logistics, communications, etc.

**3. Non-materiel Alternatives:** Discuss the non-materiel options and alternatives that were considered as potential solutions. As a minimum, these should include changes in US or Allied doctrine, concepts of operations, tactics, strategy, organization, training, and revisions to the existing war plan. Explain why these options are unacceptable.

**4. Potential Materiel Alternatives:** Identify and discuss short-term, viable solutions, if known. Alternatives may include specific solutions now available, other service or Allied capabilities, non-developmental items (NDI), etc.

**5. Constraints:** Identify constraints, qualifications, or circumstances that could impact on satisfying the mission deficiency, including (but not be limited to) mission planning needs; arms control treaties; logistics support; transportation; mapping, charting, and geodesy support; manpower; personnel; training; command, control, communications, and intelligence support; and standardization and interoperability issues. Other constraints might address timing, potential nonmilitary sensitivities, etc. In addition, discuss the operational environment envisioned (biological, chemical, electromagnetic, weather, etc.) and the level of desired mission capability, if appropriate. Indicate any prior initiatives or ongoing program efforts to acquire the capability.

**6. Funding:** The MAJCOM will identify a potential source of funding or offset when submitting a C-MNS. If funding or offset is not available, MAJCOMs will state so in this paragraph. If a command source funds cannot be found, HQ USAF will integrate the need with other unfunded requirements to compete for funds from other sources.

**A8.4. Point of Contact (POC):** Identify at least one POC familiar with the C-MNS. Provide grade, name, office symbol, DSN number and fax number, if applicable.

## APPENDIX G

### GLOSSARY

**CINC Field Assessment (CFA)** - An emergency evaluation of operational issues in support of a CINC involved with a real-world, ongoing operation. The CFA's main purpose is to rapidly address specific high-priority CINC questions, usually within days or weeks. The scope of a CFA will be limited to addressing: 1) adaptations of an existing system for specific missions, 2) capabilities of an existing system against new or hybrid threats, or 3) employment options that maximize the capabilities of US military equipment or degrade enemy systems. CFAs will focus on existing fielded equipment and will not be used to operationally test new equipment items. A CFA will address operational issues, which, if not addressed, will seriously endanger personnel, or pose a major risk to ongoing operations. The CFA process may result in the CFA execution leveraging on similar, already existing evaluation efforts in order to provide data in a timely manner.

**CFA Working Group (WG)** - An action officer level group tasked to review a specific CFA request, develop options, and provide recommendations on validation and options. Membership on the WG will include representation from the requesting CINC and will usually include the following organizations, but may be tailored by the Director, J-8, or his representative to meet time and security sensitivities: Services; Joint Staff; Under Secretary of Defense (USD) for Acquisition and Technology (specifically Director, Special Programs and Director, Test, Systems Engineering and Evaluation); USD for Policy (specifically Assistant Secretary of Defense (ASD), Strategy and Threat Reduction); USD (Comptroller) (specifically Director, Program Analysis and Evaluation); applicable combatant CINCs (particularly J-9, US Joint Forces Command); ASD, Command, Control, Communications and Intelligence; Director, Strategic and Tactical Systems; Director, Operational Test and Evaluation; Director, Ballistic Missile Defense Organization; Central Intelligence Agency; Defense Intelligence Agency; National Imagery and Mapping Agency; National Reconnaissance Office; and National Security Agency.

**designated lead organization (DLO)** - The Service, agency, or CINC identified and approved via the CFA process to be responsible for the overall management and execution of a CFA.

**Intelligence Community** - The United States Intelligence Community consists of organizations within the Department of Defense, Department Intelligence elements other than DOD (i.e., Department of State), and the Central Intelligence Agency.

**operational test agency (OTA)** - The command or agency designated by the DLO as responsible for managing the CFA.

**responsible test organization (RTO)** - The lead government test organization that is qualified and responsible for conducting test and evaluation in support of the CFA.